

WORLD-LEADING GLASS INDUSTRY EQUIPMENT
MANUFACTURER CONTINUES ON PATH TO GROWTH

ABOUT LATTIMER. Founded in 1937 as a general engineering company, Lattimer was called upon to assist a local glass container company to solve a problem in their production process. The solution was so successful that it inspired Lattimer to develop other products for the worldwide glass market. The Vineland, New Jersey-based company is now a world leader in I.S. Variable Equipment for use in the glass industry. With around 50 employees, the company maintains its manufacturing edge by keeping at the forefront of CNC machine tool technology.

THE CHALLENGE. In February 2009, Lattimer requested an assessment from the New Jersey Manufacturing Extension Program (NJMEP), a NIST MEP affiliate, to evaluate improvement opportunities. Since then, Lattimer has been following a plan, per the assessment, to 1) "Lean Out" its processes, and 2) achieve ISO certification to meet the requirements of the Department of Defense. Certification required employee training and documentation, and NJMEP stepped in to help, securing and managing grants from the New Jersey Department of Labor (NJDOLE) to help reduce the training costs.

MEP CENTER'S ROLE. NJMEP conducted a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) for Lattimer to get a better sense of what it would mean for the company to become ISO certified. Lattimer employees received over one hundred hours of ISO training and participated in two workshops that complimented the ISO and Lean program. In addition to securing grant funding, NJMEP also assisted Lattimer with utility bill verification and a direct hire placement search.

"Their trainers were thorough and knowledgeable," said George Plummer, Lattimer's master scheduler. "They quickly familiarized themselves with the company's processes, enabling us to start writing procedures, test drive them quickly, and make any necessary changes before the Internal Audit." The company passed its audit with zero findings (i.e., no major or minor findings and zero non-conformances) and achieved ISO certification.

Lattimer is currently part of an NJMEP/NJDOLE consortium grant and is working with NJMEP to facilitate a strategic joint US/UK meeting. The company also participates in the NJMEP Made in New Jersey program. Since engaging with NJMEP, Lattimer has seen a seven-figure increase in sales.

"NJMEP has worked with us to improve our processes and sustain cultural changes. We thank the DOL for providing these grant opportunities and NJMEP for their part in helping us offset our costs and successfully implement the ISO training."

-George Plummer, Master Scheduler

RESULTS



Achieved overall cost savings of **\$500,000**



\$1,000,000 increase in sales



Invested **\$70,400** in workforce training



\$100,000 invested in new products or processes

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